



# **Tourism Support Services 2016-2020**

## **Consultation Report**

13 May 2016

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## Executive Summary

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Leicester City Council and Leicestershire County Council currently fund Leicester Shire Promotions Limited to deliver destination management support. With the contract due to expire in March 2016 (subsequently extended to September 2016), an independent review was commissioned in October 2015 by the City and County Councils to explore options for future delivery models that will be fit for purpose and sustainable within the changing operating and governance environment.

The review identified a number of key objectives that any future approach would need to include, and put forward three potential options to deliver them. In March 2016 the City and County Councils agreed five recommendations, which were the subject of this consultation. This report outlines the results of consultation with partners, businesses and residents on these recommendations. The City and County Councils were particularly interested in qualitative views and suggestions on how the recommendations could be improved. The consultation ran from Friday 4th March 2016 to Friday 15th April 2016, and received 86 survey responses, as well as 22 letters and emails.

Most respondents agreed with the recommendation that the strategic governance of tourism should be led by the Leicester and Leicestershire Combined Authority, highlighting that this approach would help to improve the profile of tourism, and that the Combined Authority would have the required skills and information to align tourism strategy to wider economic initiatives. In addition, most respondents also agreed that a Tourism Advisory Board should be established, providing an opportunity for all stakeholders to shape and influence tourism in Leicester and Leicestershire, especially capturing the issues and views of tourism businesses.

In contrast, most respondents disagreed with the recommendation that the strategic management of tourism should be managed by one or both of the lead local authorities (Leicester City and Leicestershire County Councils) on behalf of the Combined Authority, expressing concern that they would not have the expertise, experience or resources to do so effectively. Furthermore, most respondents also disagreed with the recommendation that the delivery of tourism support services, including tactical marketing and campaigns, should be delivered via a combination of the lead local authorities' staff and commissioned services, with several respondents expressing their preference for services to be delivered by an independent organisation.

When asked about the option of establishing a trading organisation which could undertake commercial and/or bidding activity, responses were inconclusive.

A frequent concern voiced by respondents throughout the consultation was that they felt the current arrangement of tourism support services was successful and efficient, and that any changes would risk losing the expertise, experience and relationships built up by the organisations involved in the delivery of the service. Similarly, although some respondents said greater local authority involvement would improve the openness and transparency of decisions made, some feared added bureaucracy which may slow down decision-making, and some had other reservations as to whether local government could successfully emulate the current model. Some respondents felt the recommendations did not necessarily introduce a new approach, and that existing bodies/arrangements were currently providing the role in question. Others said that the delivery of tourism support services should be trusted to professionals working within the tourism industry.

However, despite voicing their concerns, a minority of respondents felt there was not enough information available to them, or that relevant decisions, such as the decision to establish the Combined Authority, had not yet been made, thereby making it difficult to make judgements on the recommendations within this consultation.

Respondents made several suggestions throughout the consultation. A number of respondents said the establishment of governance, responsibilities and roles of each local authority within a Combined Authority should be made prior to any joint-working arrangement being implemented. A further suggestion was that any new arrangement should aim to improve the representation of stakeholders involved in the tourism strategy and delivery across Leicester and Leicestershire.

## Introduction

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### Background

Leicester City Council and Leicestershire County Council (LCC) currently fund an organisation called Leicester Shire Promotions Ltd to deliver destination management support. This contract currently expires in September 2016.

In October 2015 an independent review was commissioned by the city and county councils to see how tourism management and promotion could be improved, including future delivery models. The review was prompted by several local and regional drivers:

- New opportunities for the area including the reinternment of King Richard III and the success of Leicester City Football Club.
- A greater focus on working across local authority boundaries, including with the Midlands Engine, as well as opportunities to strengthen local decision-making through a Combined Authority approach.
- With pressures on council budgets it is also important that we ensure the sustainability of any future models.
- Recent consultations with businesses have identified there is a requirement for improved strategic leadership across the sector and that there is potential benefit from incorporating tourism into a broader place marketing approach.

The review identified that any future approach would need to include:

- Clear strategic leadership of tourism to match the ambition and determination
- Need for a strong, clear brand and narrative for the destination
- Support for an effective destination management, development and marketing body that is better connected with strategic decision-making (city, county and Leicester and Leicestershire Enterprise Partnership (LLEP))
- Need for improved marketing of what the area has to offer and a defined focus for support activity to create awareness and inspiration leaving the business sector to handle conversion and booking
- Potential for a broader place marketing role e.g. Marketing Manchester, Marketing Birmingham, and Make it York
- Potential growth in event bidding and group travel through planning and coordination
- Product development in attractions and public realm that can make a real difference to tourism performance
- The ability to make external funding applications, liaise with the LLEP and Visit England

- The council previously consulted with a range of key people and organisations and identified there is a need for change

The review identified three potential options to deliver the above, which are all considered possible ways forward:

1. Reformed public private partnership - an independent not-for-profit company similar to the Leicestershire Promotions Ltd model but with a broader remit and a greater involvement in policy development.
2. A destination management function within a local authority - initially a department in a lead authority with a view to a subsequent move to the control of the proposed Combined Authority.
3. A local authority controlled company – (similar in function to 2 above) but established as a company owned by the city and county councils.

It was proposed that:

- The strategic governance of tourism should be led by the Leicester and Leicestershire Combined Authority, and that a Tourism Advisory Board be established to provide business insight and guidance from the tourism sector to the Combined Authority;
- The strategic management of tourism should be managed by one or both of the lead local authorities (Leicester City and Leicestershire County Councils) on behalf of the Combined Authority;
- The delivery of tourism support services, including tactical marketing and campaigns should be via a combination of the lead local authorities' staff and commissioned services; City and county council officers will explore the option of establishing a trading organisation which could undertake commercial or bidding activity.

In addition to the above recommendations, the review also suggested the exploring the option of establishing a local authority owned trading organisation which could undertake commercial and/or bidding activity.

## Methodology

The questionnaire was available to respondents online on the county council's 'Have Your Say' consultation pages for six weeks from Friday 4th March 2016 to Friday 15th April 2016. The questionnaire was accompanied by a copy of the consultant's report<sup>1</sup> and other background papers<sup>2</sup> which explained the proposals.

The main part of the questionnaire consisted of a range of single-choice, multiple-choice, and open-comment questions. In total, 86 responses were received.

The survey contained six open-ended questions. Just over 420 comments were left by respondents across these questions. For the purpose of analysis, coding frames were devised for each of the questions. All of the comments were read and coded by analysts. Officers will be given all comments in full for further consideration.

The questionnaire also included a range of demographic questions. As well as allowing for the profile of respondents to be understood it also makes it possible to understand the views of different groups.

Respondents were asked to provide their postcode so that it would be possible to produce geographic analysis. The collection of postcodes has made possible further analysis by the district, Indices of Multiple Deprivation (IMD) and the Office for National Statistics Urban/Rural Classification.

Contact details were provided for anyone who wished to respond to the consultation by letter or email.

## Communication

The County and City Councils promoted the Tourism Support Services consultation via:

- The 'Have Your Say' section on the County Council website
- Press releases
- Social Media

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<sup>1</sup> The Blue Sail report – Tourism Support Structures: A Review for Leicester City and Leicestershire County Councils (January 2016)

<sup>2</sup> Cabinet report – Tourism Support Services Review (1st March 2016)



The councils were particularly interested to hear from organisations and businesses active in the tourism sector or otherwise dependent on tourism. Key stakeholders, who were invited directly by letter/email to respond, included:

- Leicestershire Promotions Ltd, District Councils and the Leicester and Leicestershire Enterprise Partnership
- Tourism organisations and businesses via local tourism partnerships and groups
- Attendees of the Tourism Annual Forum held on Wednesday, 2nd March 2016
- Consultees that contributed to an earlier independent review which informed the recommended options being consulted on

The Tourism Support Services consultation was undertaken by the County Council on behalf of the County and City Councils. The consultation was open to anyone who wanted to comment on the preferred options outlined in the 1st March 2016 County Council Cabinet report.

## Results

The main body of this report presents the combined results for all 86 survey respondents. A summary of the 22 letters and emails received can be found on page 37.

### Recommendations

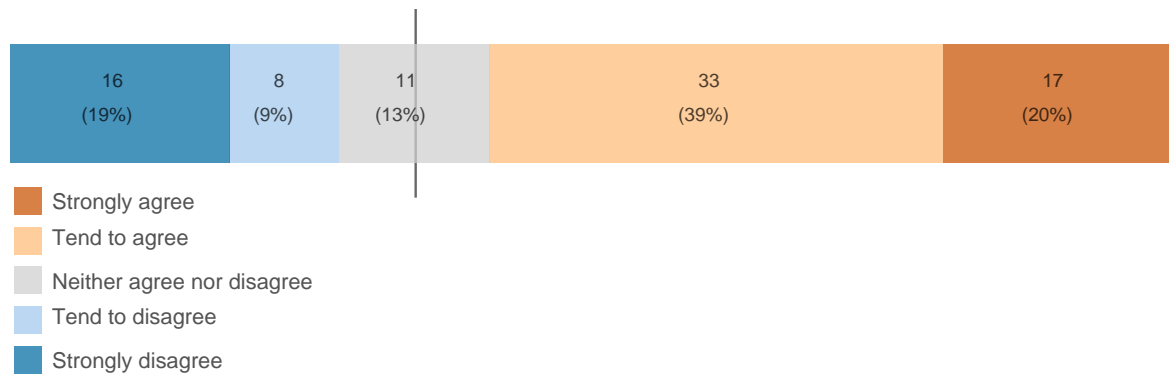
In Q3 to Q6, respondents were asked to what extent they agreed or disagreed with a series of recommendations.

#### Recommendation:

***The strategic governance of tourism should be led by the Leicester and Leicestershire Combined Authority (noting that this will require approval by the Combined Authority Committee once established).***

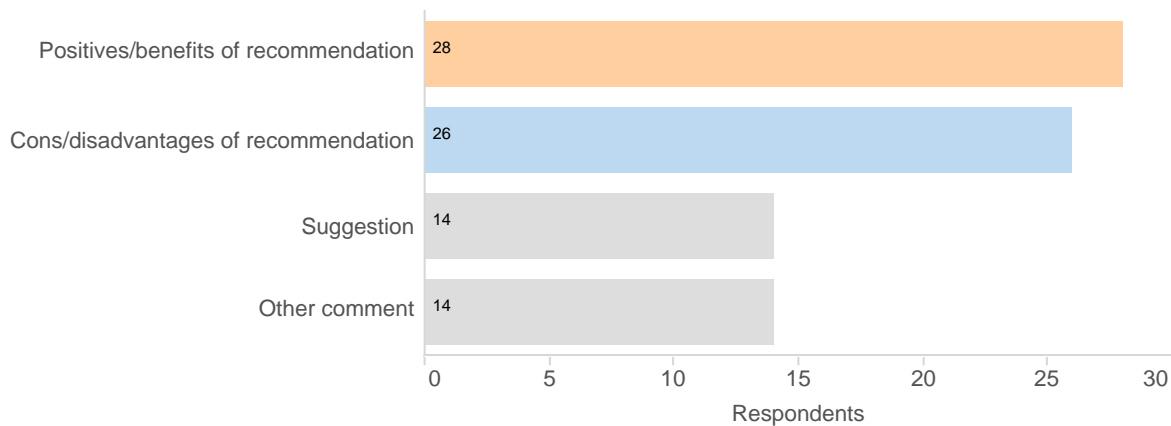
Chart 1 shows 59% said they agreed with the recommendation that the strategic governance of tourism should be led by the Leicester and Leicestershire Combined Authority (noting that this will require approval by the Combined Authority Committee once established), whereas 28% disagreed.

Chart 1: Recommendation - *The strategic governance of tourism should be led by the Leicester and Leicestershire Combined Authority (noting that this will require approval by the Combined Authority Committee once established)* (Q3).



Respondents were then asked to provide comment for their response to Q3. In total, 72 respondents provided comment (see Chart 2).

Chart 2: Why do you say this? (Q3a)



### Positives/benefits of recommendation

Chart 2 shows that the highest number of respondents (28) said the strategic governance of tourism led by the Combined Authority would be beneficial to Leicestershire tourism. Most of these respondents provided a general positive comment in this regard. More specifically, respondents said it would improve the profile of Leicestershire tourism, and that the Combined Authority would have a wide variety of skills and information to lead the strategic governance.

*“It makes sense to have the body in charge of funding, strategy and economic growth in charge of tourism.”*

*“A combined authority governance of Tourism may lead to a higher profile of Tourism within both City and County councils.”*

*“I imagine the Authority will have the necessary information and experience”*

### Cons/disadvantages of recommendation

Positive comments about the recommended Combined Authority-led strategic governance were closely followed by 26 respondents who said it would bring negative consequences, or disadvantage Leicestershire tourism. Most of these respondents said the current model of delivery is effective, and the implementation of the recommendation would risk losing its current expertise, thus having a negative impact upon Leicestershire tourism. Aside from this, respondents had reservations about the recommendation as they were unsure whether the Combined Authority would be established at all.

*“Losing the expertise & experience of Leicester Shire Promotions would have a significant detrimental effect on tourism within the county. I fail to see how*

*the combined authority can match the expertise, experience & relationships that LPL have developed”*

*“No decision will be made on the combined authority until October 2016...What happens if the combined authority doesn't get approved?”*

### **Suggestion**

Aside from the benefits and disadvantages of the recommendation, 14 respondents provided some suggestions. Respondents suggested that tourism support required a cohesive approach that covers each area of Leicestershire equally. Other suggestions included: the authority or organisation that should lead strategic governance of tourism, all tourism opportunities should be given fairer/better marketing, the role of partner organisations, and that work should be sub-contracted when appropriate.

*“Tourism Strategy needs to be led by a body with responsibility and representation across the whole county”*

*“The massive increase in tourism to Leicester...this is best suited to be given to Leicester City”*

*“So that the tourism offer isn't restricted to the city and major county tourism businesses”*

*“Should also involve the LLEP”*

*“Sub-contract work to agencies when required”*

### **Other comment**

In addition to a number of suggestions, 14 respondents made other comments. Most of these respondents said it was difficult to comment due to the lack of information available to make a judgement.

*“What are the time lines and how does a combined authority work?”*

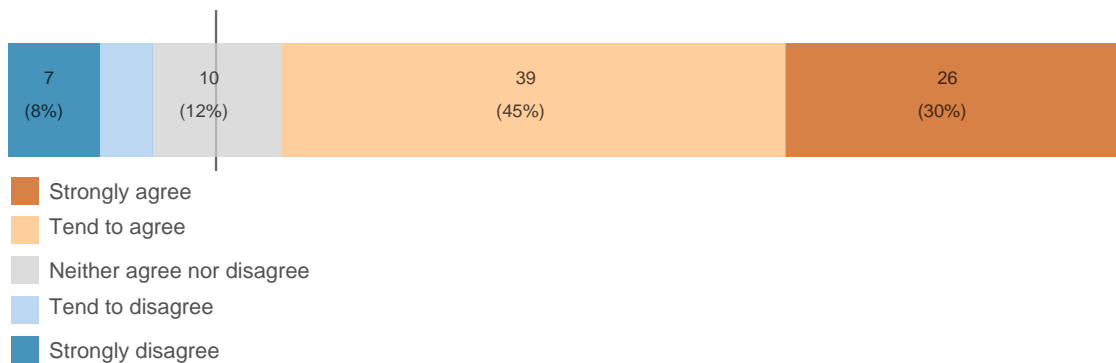
*“We would need to understand the detail of how this would work.”*

**Recommendation:**

***A Tourism Advisory Board should be established to provide business insight and guidance from the tourism sector to the Combined Authority.***

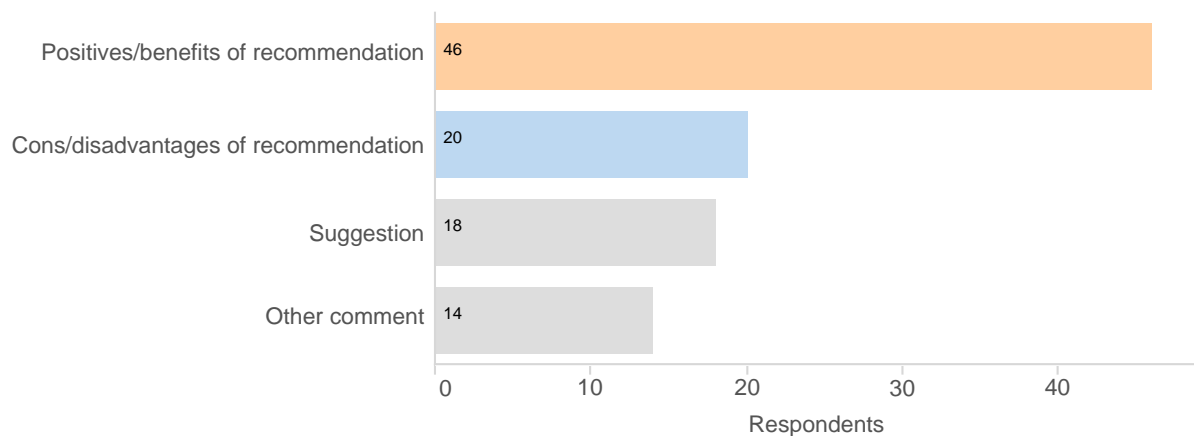
Chart 3 shows 75% said they agreed with the recommendation that a Tourism Advisory Board should be established to provide business insight and guidance from the tourism sector to the Combined Authority, whereas 13% disagreed.

Chart 3: Recommendation - *A Tourism Advisory Board should be established to provide business insight and guidance from the tourism sector to the Combined Authority (Q4)*



Respondents were then asked to provide comment for their response to Q4. In total, 73 respondents provided comment (see Chart 4).

Chart 4: Why do you say this? (Q4a)



### **Positives/benefits of recommendation**

Chart 4 shows that the highest number of respondents (46) said a Tourism Advisory Board would be positive and beneficial to Leicestershire tourism. Many of these respondents said a Tourism Advisory Board would provide an opportunity for all stakeholders to shape, influence, and share best practice with regards to tourism within Leicestershire. Other respondents provided a general positive comment about the recommendation, and others said the Board would be an effective mechanism to feed into the Combined Authority. A few respondents said they agreed with the recommendation, but specified that the Board should remain independent of the Combined Authority.

*“It is important to gain as much knowledge and information from businesses where tourism is their business”*

*“This Board will better represent the local communities’ needs and requirements for tourism and maintain an openness and accountability which is presently lacking or perceived to be so.”*

*“Yes a Tourism Advisory Board is a good idea.”*

*“This is the best way to ensure that the issues and views of tourism businesses reach the Combined Authority.”*

*“Yes to a Tourism Advisory Board but not reporting to the Combined Authority. It needs to be independent.”*

### **Cons/disadvantages of recommendation**

In contrast to positive comments about the Tourism Advisory Board, 20 respondents disagreed with the recommendation. Most of these respondents said there is no need for a Tourism Advisory Board to be established, as equivalent bodies already exist within Leicester Shire Promotions Ltd, Leicestershire Tourism Partnership, and the Leicester and Leicestershire Enterprise Partnership. Other respondents questioned whether such a Board was necessary at all.

*“Leicestershire Tourism Partnership is already doing this”*

*“I’m not clear what the establishment of a Board might add”*

## Suggestion

Aside from the benefits and disadvantages of the Tourism Advisory Board, 18 respondents provided some suggestions. The most common suggestion was that the private sector should lead tourism support services in Leicestershire, and not be driven by the politics of local government. Other respondents emphasised the importance of establishing the right governance and membership of the Tourism Advisory Board from the very beginning, and others said a Combined Authority would not have the expertise required, therefore making the Board a necessity.

*“The Board needs to be representative driven by all businesses and not political”*

*“If the Board is not set up with the right and appropriate terms of reference and governance then it will not be effective in delivering a cohesive approach to tourism”*

*“The governance of tourism the Advisory Board would be vital, however I am not confident in the Combined Authority undertaking this”*

## Other comment

Lastly, 14 respondents provided other comments. The majority of these respondents said they found it difficult to make a judgement about the recommendation as they needed more information to do so.

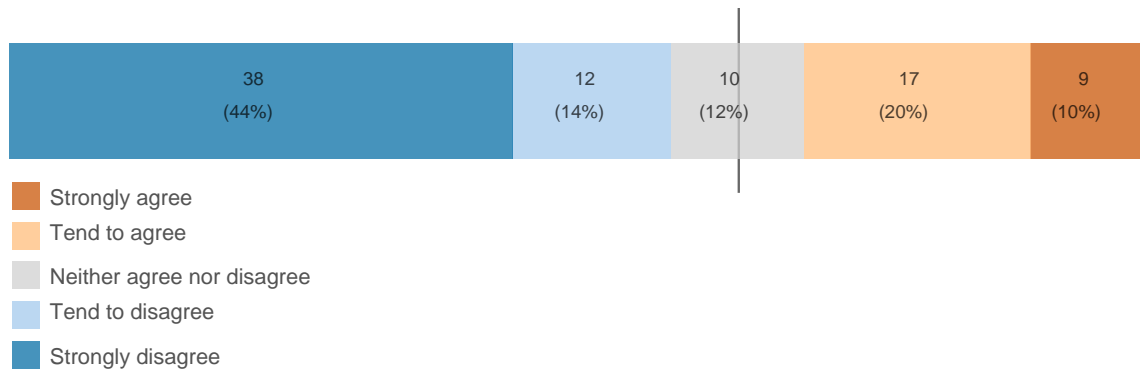
*“How will the districts be represented? Would the district partnerships still be active (North West Leicestershire Tourism Promotions etc.)? Further information needed.”*

## Recommendation:

***The strategic management of tourism should be managed by one or both of the lead local authorities (Leicester City and Leicestershire County Councils) on behalf of the Combined Authority.***

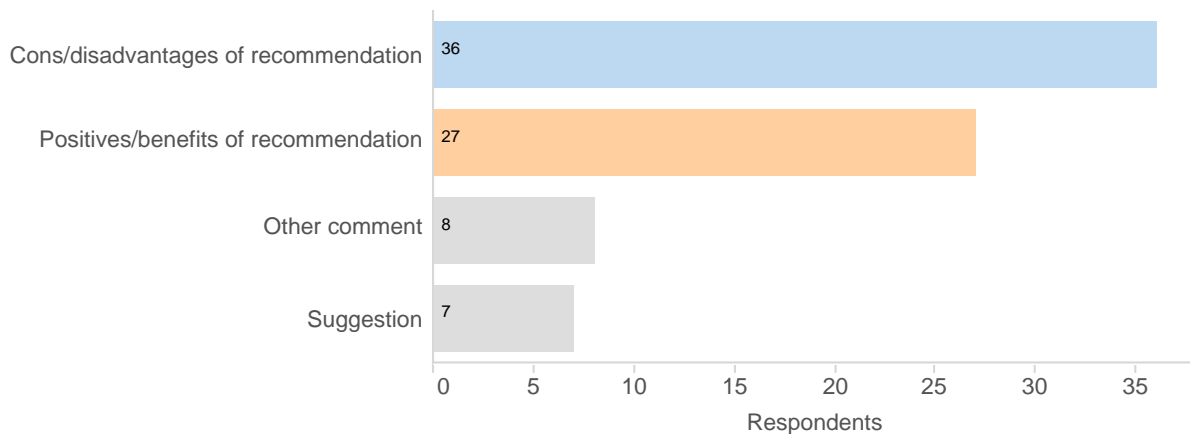
Chart 5 shows 58% said they disagreed with the recommendation that the strategic management of tourism should be managed by one or both of the lead local authorities (Leicester City and Leicestershire County Councils) on behalf of the Combined Authority (44% strongly disagreed), whereas 30% agreed.

Chart 5: Recommendation - *The strategic management of tourism should be managed by one or both of the lead local authorities (Leicester City and Leicestershire County Councils) on behalf of the Combined Authority (Q5)*



Respondents were then asked to provide comment for their response to Q5. In total, 72 respondents provided comment (see Chart 6).

Chart 6: Why do you say this? (Q5a)





### **Cons/disadvantages of recommendation**

Chart 6 shows that the highest number of respondents (36) said the strategic management of tourism being managed by one of both of the lead local authorities had disadvantages. Some of these respondents said tourism should continue to be led by an organisation with expertise in tourism, and is independent of local government. Similarly, other respondents felt the local authorities would not have the expertise, experience or resources to lead the strategic management of tourism in Leicestershire, and others said the current model should be offered the opportunity to be improved upon instead.

*“Tourism should continue to be led by a commercially focussed organisation, with specialist and strong marketing skills within the tourism sector.”*

*“I remain unconvinced that either authorities have the focus, resource or importantly the expertise to undertake this role”*

*“It would make economic sense to simply use the existing model of a Destination Management Organisation, but change its remit and function to deliver strategic management”*

### **Positives/benefits of recommendation**

In contrast to negative comments about the recommendation, 27 respondents said it had positive aspects. The majority of these respondents said both local authorities should lead and have shared responsibility for the strategic management of tourism in Leicestershire. Other respondents specified that Leicestershire County Council should lead the strategic management due to demand of tourism in county areas compared to city, and others generally felt one of the authorities should lead to avoid confusion regarding responsibilities.

*“They are best placed to undertake this role. I would much prefer to see a joint approach so that both the city and the surrounding areas are well represented”*

*“Tourism in the county is worth twice that of the city both in value and number of employees and is much more diverse. The county should be responsible for strategic overview of tourism”*

*“There must be a single group managing strategic tourism. Joint ownership will create confusion and factionalism.”*

**Other comment**

Aside from the negative and positive comments regarding the recommendation, eight respondents provided other comments. Most of these respondents provided miscellaneous comments that could not be themed. Others said they found it difficult to make a judgement about the recommendation as they needed more information to do so.

*“How would opportunities to generate third party income be affected?  
Further information needed.”*

**Suggestion**

Lastly, seven respondents made suggestions. The only suggestion that was made by more than one respondent was that any joint working arrangement between the local authorities should establish clear structures, responsibilities and governance arrangements beforehand.

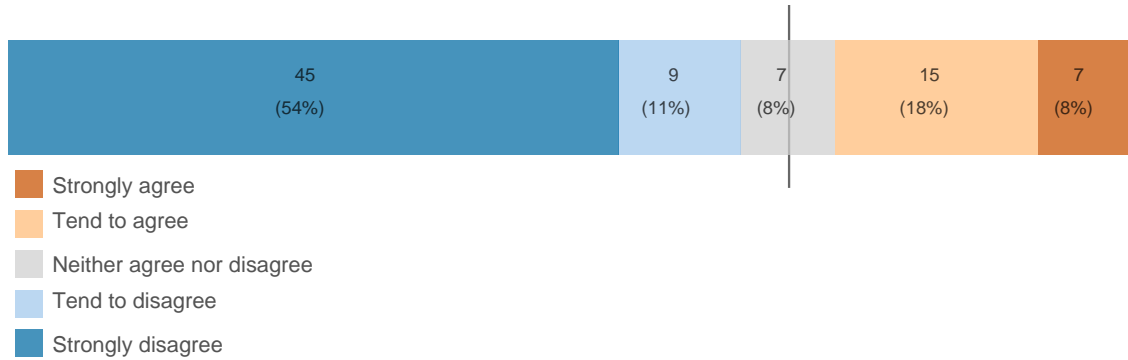
*“Without knowing what the structures would be, as long as the governance question is resolved then the management can be delivered by any of the options. There needs clarity on their brief, their remit and what is deliverable”*

**Recommendation:**

***The delivery of tourism support services, including tactical marketing and campaigns, should be delivered via a combination of the lead local authorities' staff and commissioned services.***

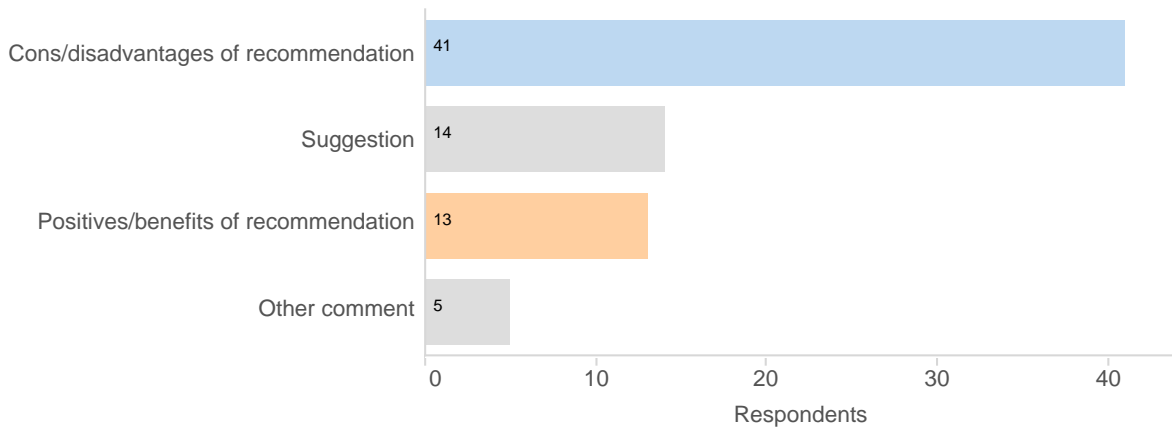
Chart 7 shows 65% said they disagreed with the recommendation that the delivery of tourism support services, including tactical marketing and campaigns, should be delivered via a combination of the lead local authorities' staff and commissioned services, whereas 26% agreed.

Chart 7: Recommendation - *The delivery of tourism support services, including tactical marketing and campaigns, should be delivered via a combination of the lead local authorities' staff and commissioned services* (Q6)



Respondents were then asked to provide comment for their response to Q6. In total, 72 respondents provided comment (see Chart 8).

Chart 8: Why do you say this? (Q6a)



### **Cons/disadvantages of recommendation**

Chart 8 shows that the highest number of respondents (41) said the delivery of tourism support services by a combination of the lead local authorities' staff and commissioned services had disadvantages. Most of these respondents said the current model of delivery should be continued instead, and that the public sector does not have the expertise, skills, experience or resource required to replace it. Similarly, other respondents felt tourism support services should be delivered by a professional tourism organisation.

*“The current arrangements for the delivery of tourism by an independent organisation, Leicestershire Promotions, works well”*

*“I am not convinced that the Local Authorities have the necessary expertise”*

*“Delivery should be by tourism professionals with experience and the relationships within the local tourism industry”*

### **Suggestion**

Following the negative comments about the recommendation, 14 respondents made suggestions. The majority of these respondents said the private sector should deliver tourism support services in Leicestershire, instead of by local government.

*“This work needs to be in the hands of experts who know the business community and are free from direct political interference. Opportunities are hard to find and need careful nurturing, my experience of local authorities staff indicates they would not have the skill set required”*

### **Positives/benefits of recommendation**

In contrast to negative comments about the recommendation, 13 respondents said it had positive aspects. Some respondents felt the delivery of tourism support services by a combination of the lead local authorities' staff and commissioned services would provide consistency and transparency. Others felt the local authorities would have the experience and relationships necessary to be successful in the delivery of tourism support services. Other respondents were in general agreement with the recommendation of a joint partnership between the two local authorities.

*“This will provide openness and accountability”*

*“There is a wealth of expertise across both lead authority organisations (and within the districts) and it is vital that these are utilised”*

*“The local authorities do not have the capacity or skill base to deliver this on their own, so a combined approach might work”*

### **Other comment**

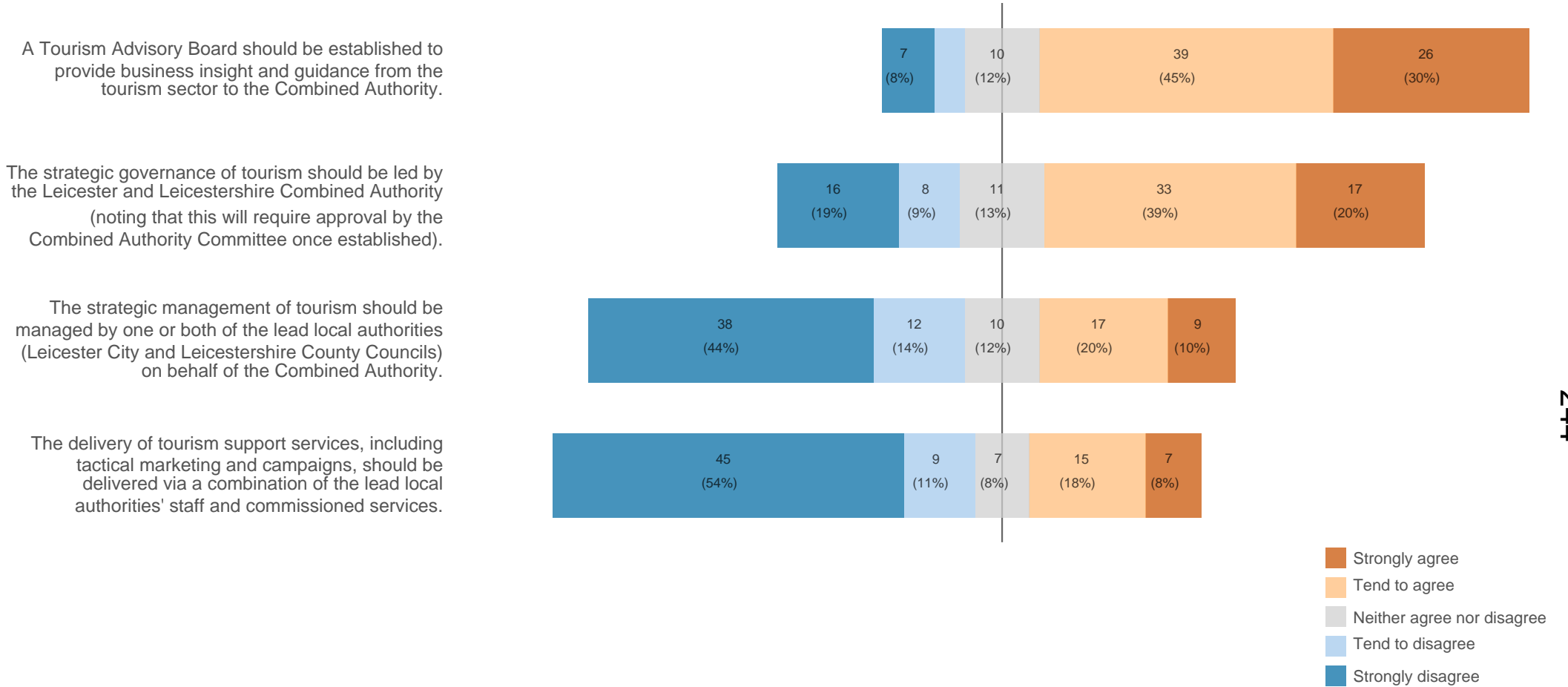
Lastly, five respondents provided other comments. The majority of these respondents said they found it difficult to make a judgement about the recommendation as they needed more information to do so.

*“Would this be local authority officers presently working in marketing? Use of commissioned services can be costly and lead to fragmentation of the delivery of tourism services. Further information needed.”*

### **Summary of recommendations**

In summary, Chart 9 shows the recommendation that a Tourism Advisory Board should be established to provide business insight and guidance from the tourism sector to the Combined Authority received the highest positive response, with 75% of respondents agreeing with it. In contrast, the recommendation that the delivery of tourism support services, including tactical marketing and campaigns, should be delivered via a combination of the lead local authorities' staff and commissioned services received the highest negative response, with 65% disagreeing with it.

Chart 9: All recommendations

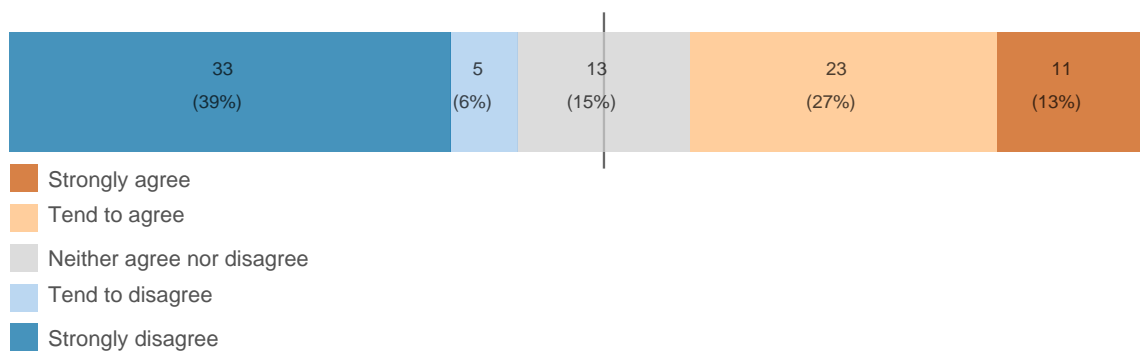


### Option of establishing a trading organisation

In Q7, respondents were asked to what extent they agreed or disagreed with the option of establishing a trading organisation which could undertake commercial and/or bidding activity.

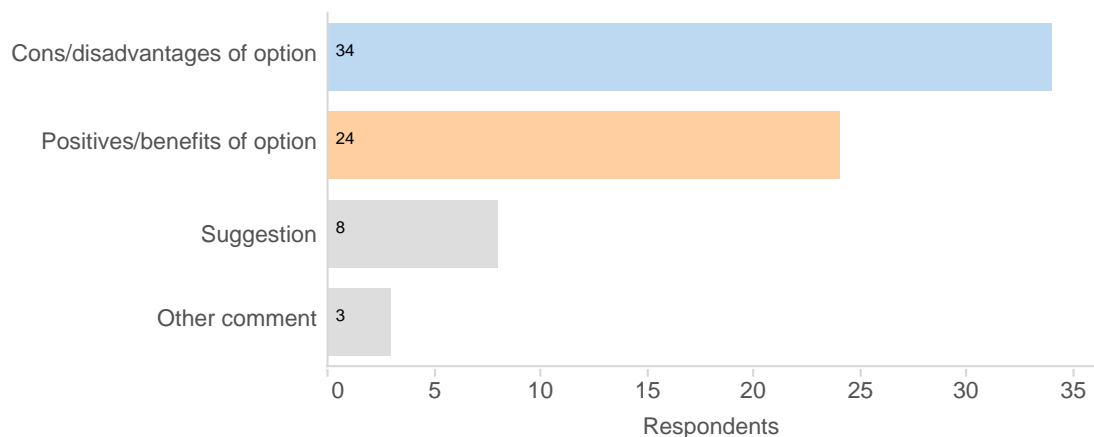
Chart 10 shows 45% said they disagreed with the option of establishing a trading organisation which could undertake commercial and/or bidding activity (39% strongly disagreed), whereas 40% agreed.

Chart 10: To what extent do you agree or disagree with the option of establishing a trading organisation which could undertake commercial and/or bidding activity? (Q7)



Respondents were then asked to provide comment for their response to Q7. In total, 67 respondents provided comment (see Chart 11).

Chart 11: Why do you say this? (Q7a)



### **Cons/disadvantages of option**

Chart 11 shows that the highest number of respondents (34) said a trading organisation undertaking commercial and/or bidding activity had disadvantages. The majority of these respondents said the existing model should be continued with or developed instead, as the outlined responsibilities of a trading organisation would duplicate current arrangements.

*“Leicestershire Promotions currently deliver this therefore they either need to be considered or no need for change”*

*“Why go to the extent of a trading organisation when we have a very good model already in place which works for all levels of business and perceived value for money?”*

### **Positives/benefits of option**

In contrast to negative comments about the trading organisation, 24 respondents said the option had positive aspects. In this regard, some respondents provided a general comment of agreement with the option. Others felt the local authorities involved would require a trading organisation to support their activities, and that such an establishment would provide opportunities that the local authorities do not currently have access to. Some respondents felt such an organisation would benefit smaller tourism organisations to develop, and others felt it would be successful if provided the freedom to focus on commercial development of the industry.

*“It is something that should be encouraged”*

*“It's essential, but in the right hands.”*

*“We agree there should be a trading organisation to capitalise on funding and resources denied to a local authority.”*

*“A Trading organisation also needs to support micro businesses and help them to grow”*

*“Important that there is dedicated resource to focus entirely on commercial development, developing the capacity of the industry and has the necessary business skills to promote growth in the sector”*



**Suggestion**

Aside from the negative and positive comments regarding the option, eight respondents provided suggestions. Some respondents said the profitability of services delivered should not be prioritised ahead of quality, and others said a Teckal company could be developed.

*“It could be driven by seeking contracts and bids for financial gain rather than the delivery of key priorities. Whilst commercial and bidding activity is important to bring additional resource into the area it may be that we risk devaluing the core work we really need to do”*

*“Where such a trading company sits in the new structure will need to be determined by the ability to establish a Teckal Company”*

**Other comment**

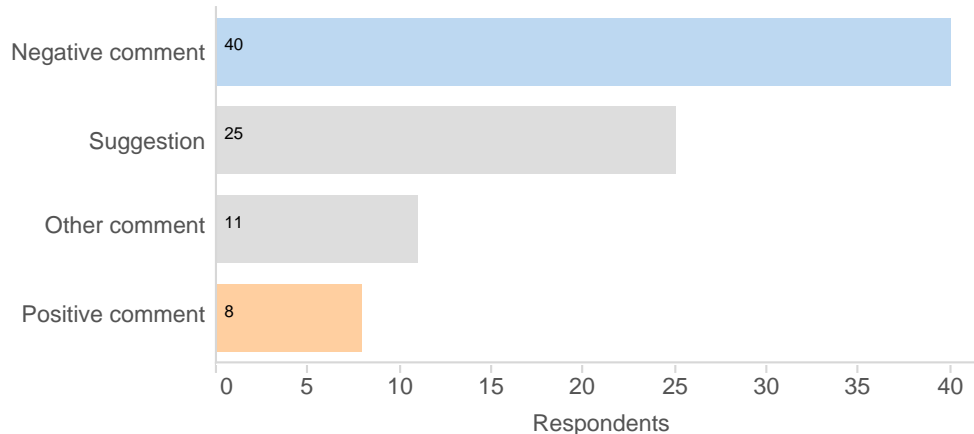
Lastly, three respondents made other comments. All of these respondents said they found it difficult to make a judgement about the recommendation as they needed more information to do so.

*“It will depend on how it is managed and where it fits in, what its specific objectives are and how it is structured.”*

### Any other comments

Respondents were then had the opportunity to provide any other comments they had about the proposed tourism support structures. In total, 70 respondents provided comment (see Chart 12).

Chart 12: Do you have any other comments about the proposed tourism support structures?



### Negative comment

Chart 12 shows that the highest number of respondents (40) made negative comments. The majority of these respondents said the existing model of tourism support delivery should be maintained, or improved upon, instead of making changes which might result in the loss of expertise and experience. Other respondents felt concerned that the Blue Sail report had not been taken into account, and that the same could happen to the findings of this consultation. Other respondents felt the timing of these recommendations was poorly chosen, as it is currently the busiest time of year for the tourism industry, and others said a transition to a more local governmental-led arrangement would result in slower decision making.

*"We feel the current arrangement has delivered successful growth for county wide tourism businesses including the development of new facilities in Leicester City. There would appear to be a significant risk in changing the current structure"*

*"I am concerned over the potential loss of accumulated goodwill and relationships established by the current provider over a number of years"*

*"Our councillors are elected to represent their residents and business in their areas...they have already chosen to ignore the report they paid for, it'll be a very sorry state of affairs if they also ignore this consultation."*

*"If this plan gets the go ahead, this is at the worst possible time for tourism. The busiest four months of tourism for all - for a start it just goes to show what little thought has gone into this"*

*"The whole alternative structure will manifest into layers of management with multiples meetings and will in effect be a public sector style organisation without the immediacy, laser focus and flexibility of a private sector organisation"*

## **Suggestion**

Following the negative comments, 25 respondents made suggestions. Most respondents said other decisions needed to be made, or other information needed to be made available, prior to making any judgements within this consultation. For example, respondents said; the decision regarding the establishment of the Combined Authority needed to be made, information about how the districts would be represented needed to be made available, and the future of Go Leicestershire and existing projects needed to be established. Other respondents said a Combined Authority approach would work, but that there needed to be a department dedicated to tourism, and others said a change was needed, but preferred tourism to move towards a private-sector led approach.

*"We don't understand the urgency to implement these changes now before the combined authority has been approved?"*

*"What will happen to the district partnerships who work closely with LPL? How will the districts be represented and delivered by just one authority?"*

*"Will the Go Leicestershire website still exist after June?"*

*"Whilst the combined authority would work, there would need to be an understanding that this department is detached and almost ran like a commercial business delivering real results and being monitored by its performance regularly"*

*"Promotion of tourism in Leicestershire is a great idea, just not if the council has any say in the matter. Leave it to the professionals and then reap the rewards."*

**Other comment**

Aside from the negative comments and suggestions, 11 respondents made other comments. The majority of these respondents said they found it difficult to make judgements about the recommendations as they needed more information to do so.

*"What will happen in June when various projects will need to be delivered? What will happen to the DMIO? What will happen to the district partnerships such as Charnwood Promotions and how will the interests of our district be represented and delivered through this combined authority? How will existing relationships and projects be managed/handed over?"*

**Positive comment**

Lastly, in contrast to negative comments, eight respondents made positive comments. Most of these respondents said they were supportive of the proposal to change the way tourism support services are delivered in Leicestershire, and that they saw this as an opportunity to start supporting all tourism businesses in the city and county areas.

*"We know that the current arrangement is not perfect and there is a need for change"*

*"I am keen to see a commercially minded approach to promote all tourism enterprises going forwards"*

## Respondents

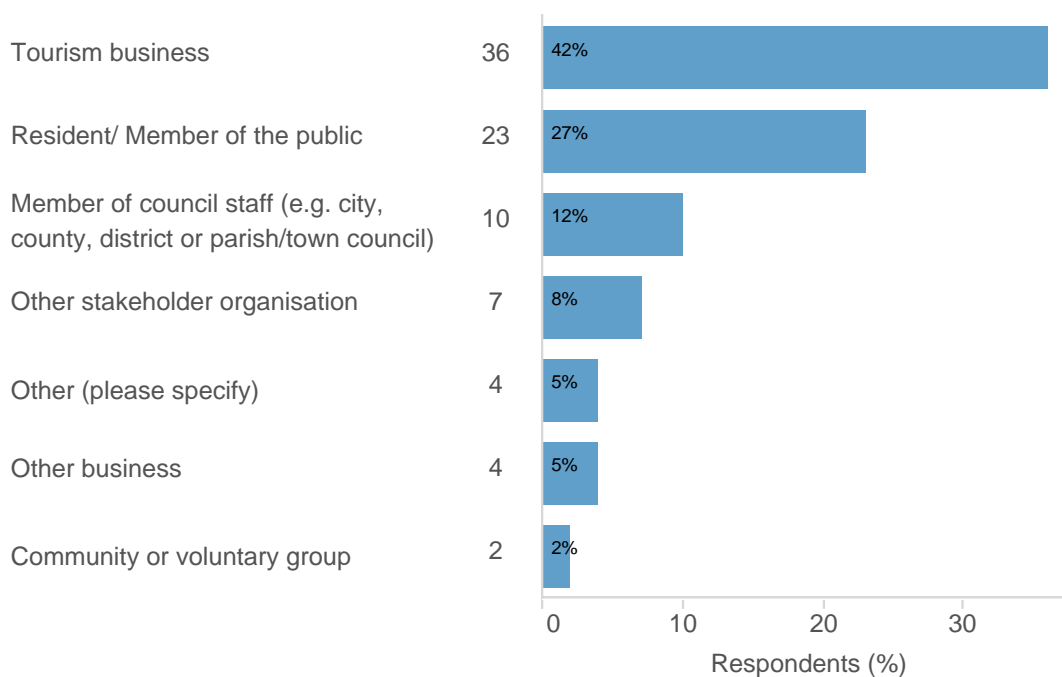
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This chapter aims to provide some insight into the profile of the 86 respondents to the consultation.

### Role/capacity in which responding

Respondents were asked in what role they were responding to the consultation. Chart 13 shows that the most frequently selected option was 'Tourism business' (42%), followed by 'Resident/ Member of the public' (27%).

Chart 13: Role in which people responded to the consultation



Based on their responses to Q1, the 63 respondents who were not a resident/ member of the public, and were responding in a professional capacity, were then asked to provide the name of the organisation they were representing.

List 1 shows the organisations represented in the survey.

## List 1: Organisations represented

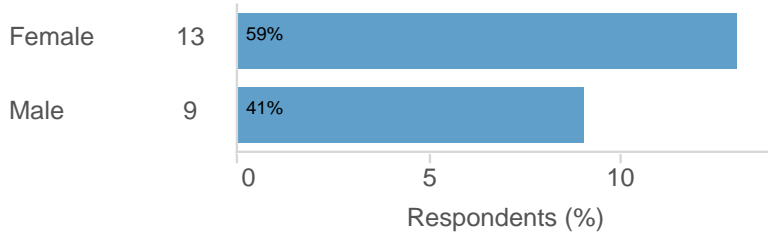
|   |  |
|---|--|
| Belmont Hotel   | Belvoir Bed and Breakfast at Woodside Farm                               |
| Belvoir Brewery Retail  | Best Western Premier Yew Lodge Hotel and Chair of NWL Toursim Promotions |
| Bradgate Caravan Site   | Bradgate Park Trust  |
| Brockleby's Pies  | Charnwood Borough Council  |
| Charnwood Promotions  | Church   |
| College Court Conference Centre and Hotel   | Curve  |
| Dickinson & Morris  | East Midlands Airport  |
| Garlands Leisure Ltd  | Harborough District Council  |
| Hilton East Midlands Airport  | Hilton East Midlands Airport   |
| Hilton Hotels   | Hilton Leicester   |
| Hinckley and Bosworth Borough Council   | Hinckley Town Centre Partnership Ltd - BID                               |
| Holiday Inn Leicester   | Horseshoe Cottage Farm   |
| Hotel Maiyango  | Jurys Inn Hinckley Island Hotel  |
| King Richard III Visitor Centre Trust   | Leicester Shire Promotions Ltd   |
| Leicester Tigers  | Leicestershire County Council C&W  |
| Love Loughborough Business Improvement District and the wider Love Loughborough Partnership       | Lutterworth Museum   |
| Marriott Hotels   | Melton Borough Council   |
| Melton Borough Council  | Melton Mowbray BID Company Ltd   |
| Melton Mowbray Food Partnership   | Melton Mowbray Town Estate   |
| Melton Mowbray Victorian Fayre  | Mercure Leicester, The Grand Hotel                                       |
| National Forest Company   | National Space Centre  |
| Old Guadeloupe Farm House and Cottage   | Planning Solutions - operators of CONKERS                                |
| Previously Melton Mowbray Food Festival/Artisan Cheese Fair and now Melton Mowbray Farmers Market | Sketchley Grange Hotel & Spa   |
| Swan Corporate LTD  | Sysonby Knoll Hotel  |
| The Angel Hotel   | The Belmont Hotel  |
| The Melton Cheeseboard  | Twinlakes Park   |
| Walton Thorns Farm Holiday Cottages   | Wymondham Windmill   |

The 23 respondents who said they were a 'Resident/ Member of the public' were asked a series of demographic questions in the 'About you' section.

**Gender**

Chart 14 shows most residents and members of the public were female (59%).

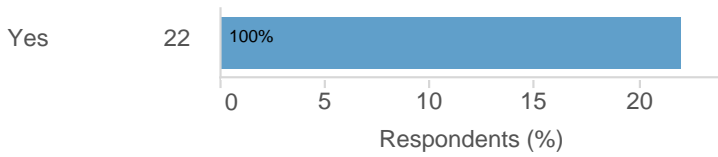
Chart 14: Resident/ Member of the public - Gender



**Gender identity**

Chart 15 shows that, when asked if their gender identity was the same as the gender they were assigned at birth, all residents and members of the public said ‘Yes’.

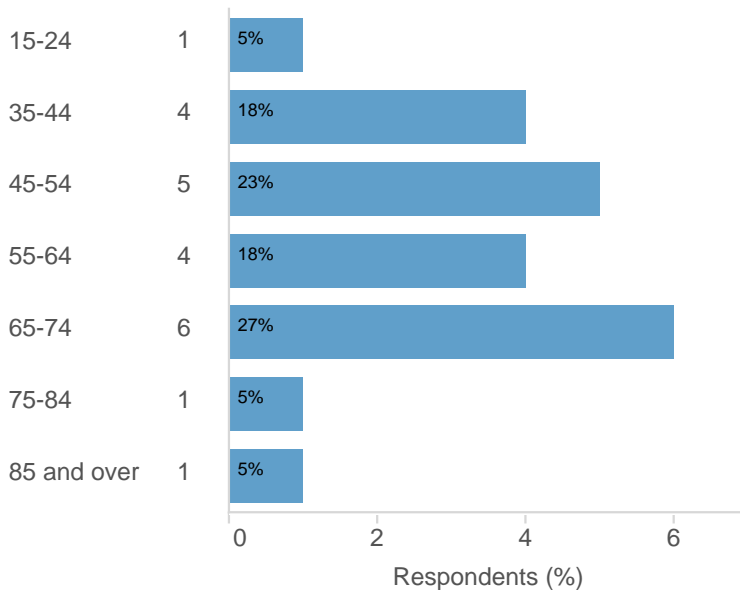
Chart 15: Resident/ Member of the public - Gender identity



**Age**

Chart 16 shows that the highest proportion of residents and members of the public were aged 65-74 (27%).

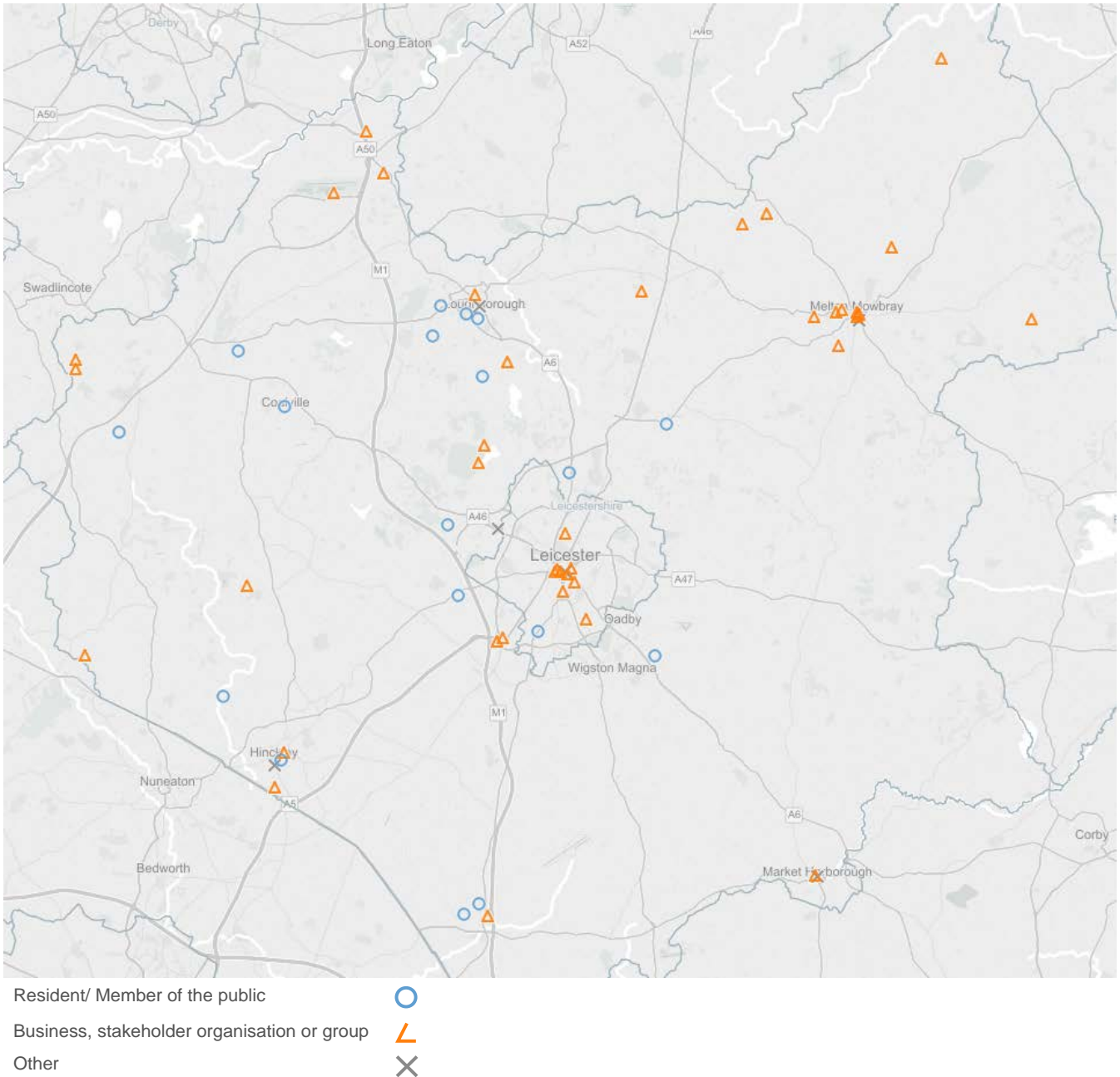
Chart 16: Resident/ Member of the public – Age



## Geography

Image 1 shows the postcode locations of the residents or members of the public, businesses, stakeholder organisations and groups<sup>3</sup>, and other respondents.

Image 1: Postcodes of respondents



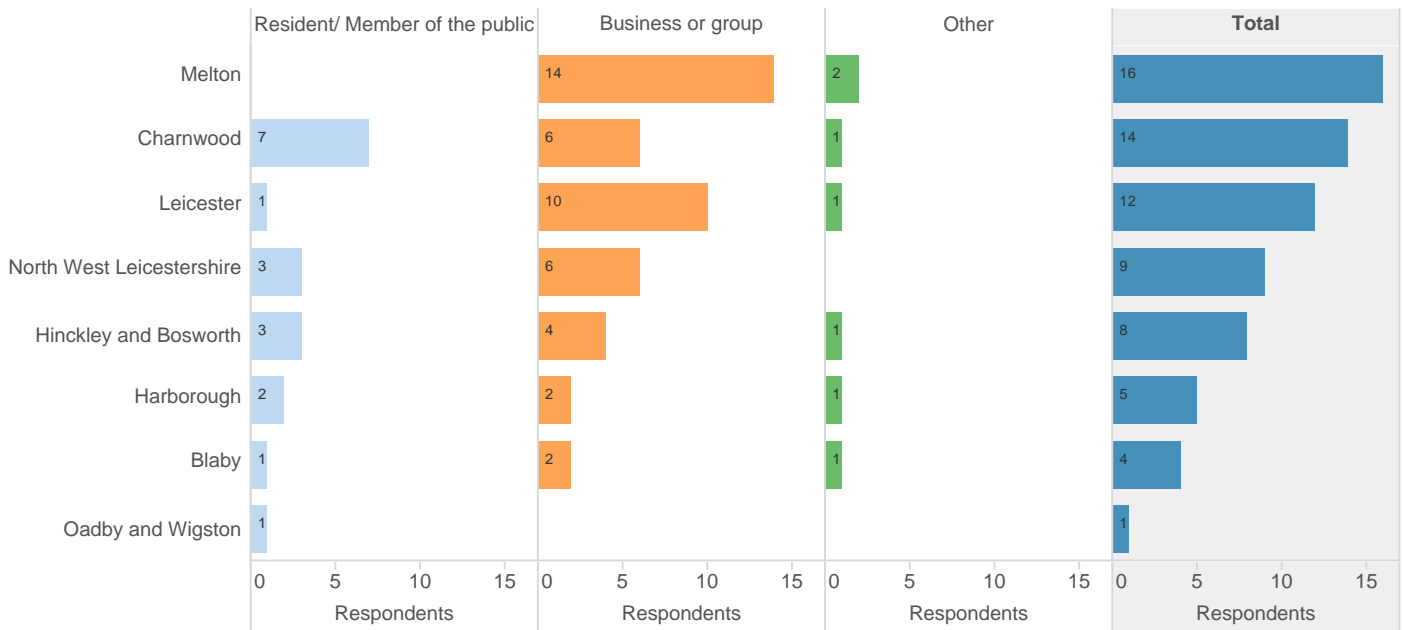
<sup>3</sup> Postcodes of businesses, stakeholder organisations and groups were identified after the consultation had ended.



**District**

Chart 17 shows the highest proportion of residents or members of the public lived in Charnwood (7), whereas the highest proportion of businesses, stakeholder organisations and groups were located in Melton (14).

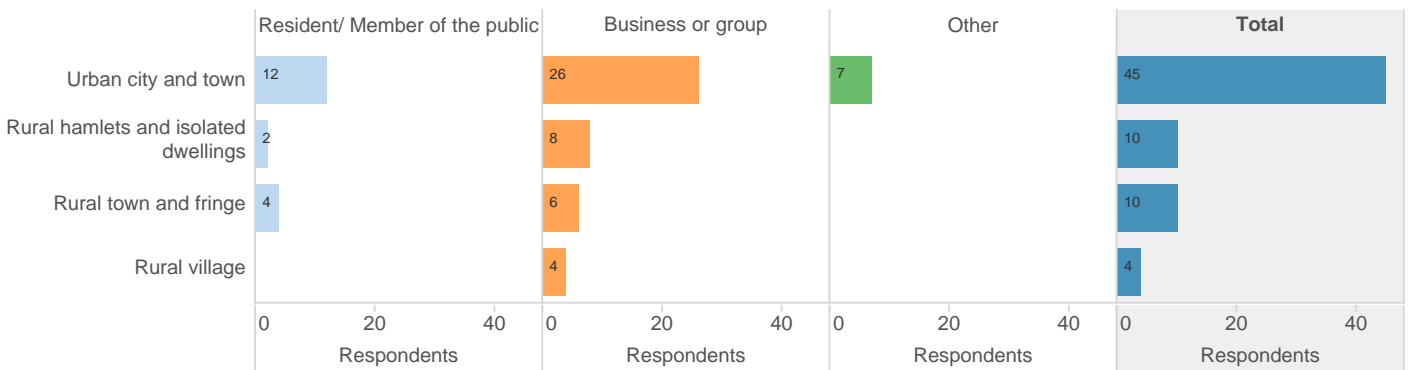
Chart 17: District



**Urban/Rural classification**

Chart 18 shows the majority of residents and members of the public (12), businesses, stakeholder organisations and groups (26), and other respondents (7) lived in urban city and town areas.

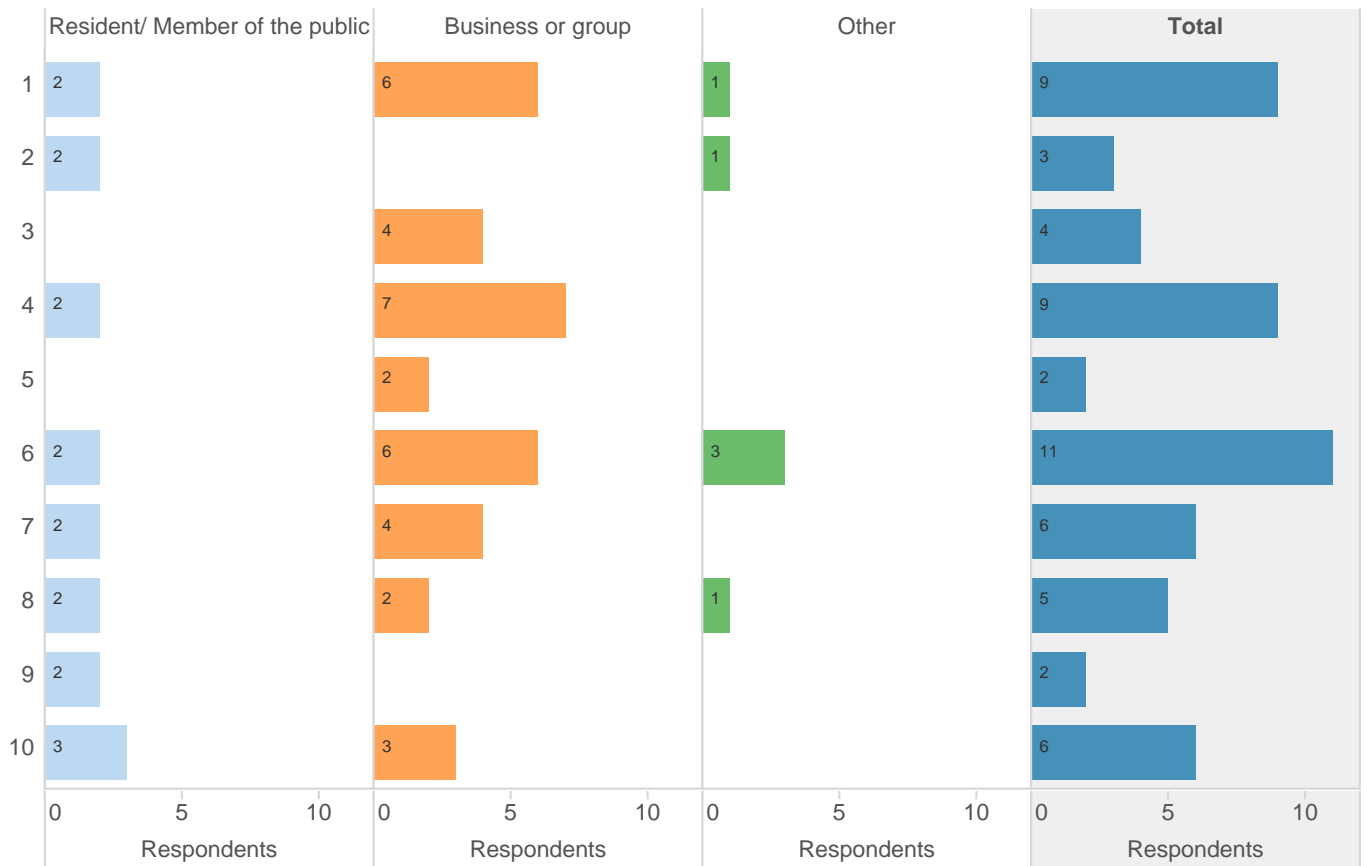
Chart 18: Urban/Rural classification



**Indices of Multiple Deprivation (IMD)**

Chart 19 shows residents and members of the public, and businesses, stakeholder organisations and groups were evenly distributed across areas of different levels of deprivation, from the decile 1 (highest level of deprivation) to decile 10 (lowest level of deprivation).

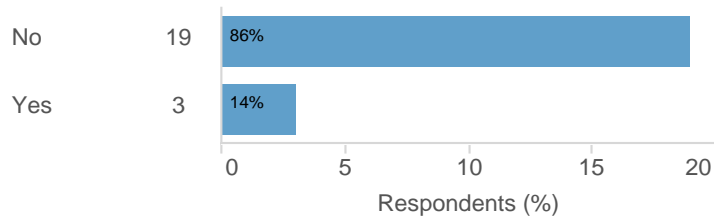
Chart 19: Indices of Multiple Deprivation (IMD) county decile



### Long-standing illness, disability or infirmity

Chart 20 shows the majority of residents and members of the public did not have a long-standing illness, disability or infirmity (86%).

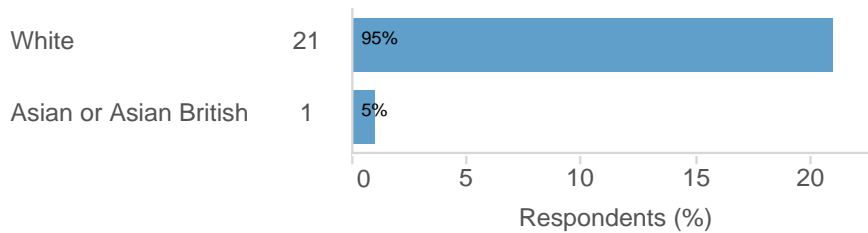
Chart 20: Resident/ Member of the public - Long-standing illness, disability or infirmity



### Ethnicity

Chart 21 shows the majority of residents and members of the public were White (95%).

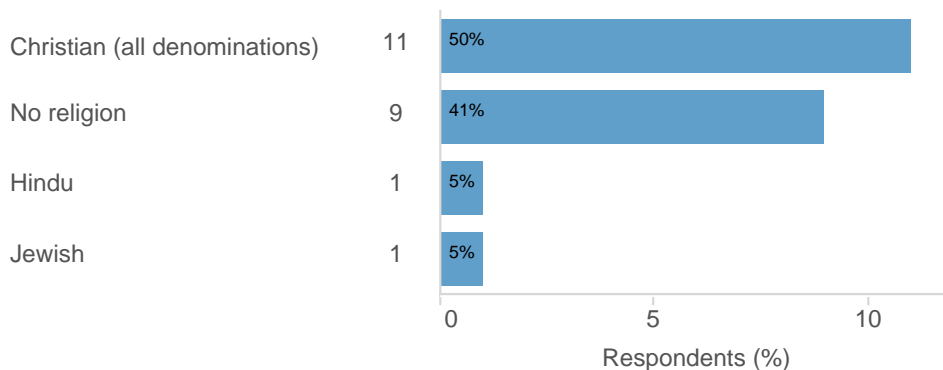
Chart 21: Resident/ Member of the public - Ethnic group



### Religion

Chart 22 shows 50% of residents and members of the public were Christian, followed by 41% who had no religious affiliation.

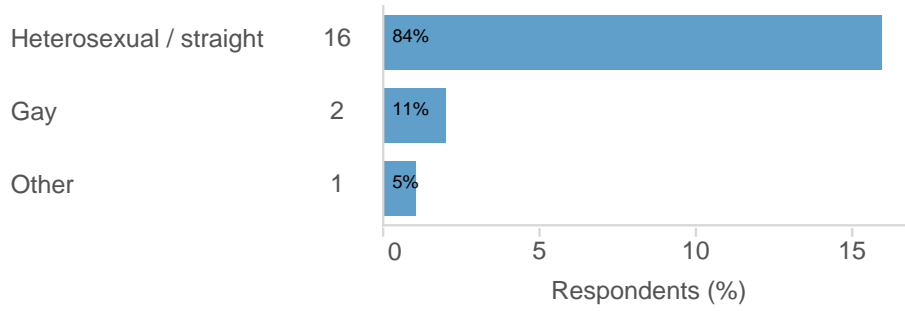
Chart 22: Resident/ Member of the public – Religion



## Sexual orientation

Chart 23 shows the majority of residents and members of the public were heterosexual/straight (84%).

Chart 23: Resident/ Member of the public - Sexual orientation



## Other Consultation Responses

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In addition to the survey responses, 22 letters and emails were received. These were from local tourism businesses, district partners, country parks, parish councils, the National Forest Company and the Chamber of Commerce.

Key themes from the letters include:

- Overall, the responses were generally supportive of a Combined Authority approach and the establishment of a Tourism Advisory Board which is representative of the sector.
- General support for tourism to have a higher profile amongst decision makers and funders and for the delivery to be more closely aligned to strategy and other local authority services.
- Nervousness from many stakeholders regarding a fully local authority led service.
- Significant support for the current model with some concerns expressed that any change could undermine the success that has been achieved to date.
- Concern expressed that expertise could be lost through any transitional arrangements to a new model.
- A number of tourism businesses made positive reference to the Stay, Play and Explore Short Stay campaign, highlighting it as an asset to bringing in increased bed nights to the county.
- A number of county-based stakeholders highlighted the need for any future model to reflect local distinctiveness e.g. Melton Food and Drink, National Forest.
- A number of responses stated the importance of having a model that can generate funding from a wide variety of sources including through commercial activity.
- Significant numbers of stakeholders stated their willingness to help develop and work with the local councils to establish effective future tourism support arrangements.

Five of the letters received were from the Leicestershire Hospitality Association (LHA) and were signed by separate members of the Association. The responses stated that they could not support any move that undermines the success of what we have already. However, they also stated that they would work with the councils to develop either a local authority owned company, or a reformed public-private partnership, with a clear preference expressed for the latter.

Ten of those that sent in letters also responded to the consultation survey.



If you require information contained in this leaflet in another version e.g. large print, Braille, tape or alternative language please telephone: 0116 305 6803, Fax: 0116 305 7271 or Minicom: 0116 305 6160.

ਐ ਆਪ ਆ ਮਾਫਿਰੀ ਆਪਨੀ ਆਖਾਮਾਂ ਸਮਝਵਾਮਾਂ ਥੋੜੀ ਮਦਦ ਚੰਝਨਾਂ ਡੋ ਨੋ 0116 305 6803 ਨੰਬਰ ਪਰ ਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਮੇ ਆਪਨੇ ਮਦਦ ਕਰਵਾ ਆਵਣਾ ਕਰੀਯੁੰ.

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਸਮਝਣ ਵਿਚ ਕੁਝ ਮਦਦ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0116 305 6803 ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ ਅਤੇ ਅਸੀਂ ਤੁਹਾਡੀ ਮਦਦ ਲਈ ਕਿਸੇ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਦਵਾਂਗੇ।

এই তথ্য নিজেই ভাষায় বুঝার জন্য আপনার যদি কোন সাহায্যের প্রয়োজন হয়, তবে 0116 305 6803 এই নম্বরে ফোন করলে আমরা উপযুক্ত ব্যক্তির ব্যবস্থা করবো।

اگر آپ کو یہ معلومات سمجھنے میں کچھ مدد درکار ہے تو براہ مہربانی اس نمبر پر کال کریں  
0116 305 6803 اور ہم آپ کی مدد کے لئے کسی کا انتظام کریں گے۔

假如閣下需要幫助，用你的語言去明白這些資訊，請致電 0116 305 6803，我們會安排有關人員為你提供幫助。

Jeżeli potrzebujesz pomocy w zrozumieniu tej informacji w Twoim języku, zadzwoń pod numer 0116 305 6803, a my Ci pomożemy.

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